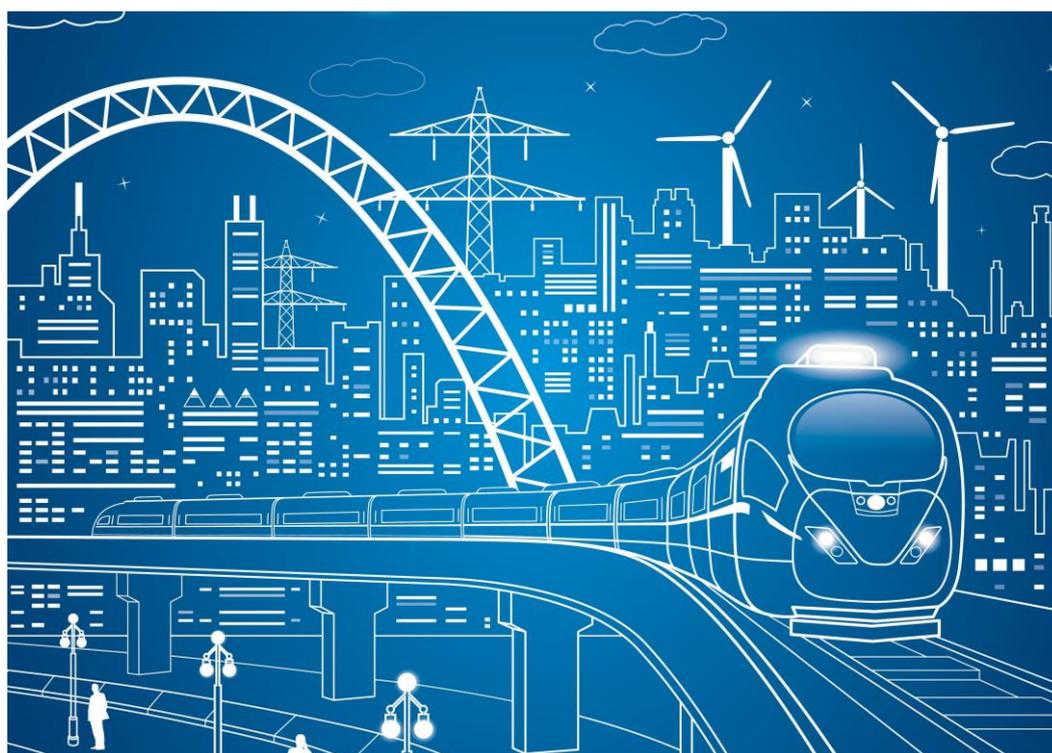## ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
ҒЫЛЫМ ЖӘНЕ ЖОҒАРЫ БІЛІМ МИНИСТРЛІГІ

Л.Н. ГУМИЛЕВ АТЫНДАҒЫ ЕУРАЗИЯ ҰЛТТЫҚ УНИВЕРСИТЕТІ
КӨЛІК – ЭНЕРГЕТИКА ФАКУЛЬТЕТІ

«КӨЛІК ЖӘНЕ ЭНЕРГЕТИКАНЫҢ ӨЗЕКТІ МӘСЕЛЕЛЕРІ: ИННОВАЦИЯЛЫҚ ШЕШУ ТӘСІЛДЕРІ» XI ХАЛЫҚАРАЛЫҚ ҒЫЛЫМИ-ТӘЖІРИБЕЛІК КОНФЕРЕНЦИЯСЫНЫҢ БАЯНДАМАЛАР ЖИНАҒЫ

СБОРНИК МАТЕРИАЛОВ XI МЕЖДУНАРОДНОЙ НАУЧНО – ПРАКТИЧЕСКОЙ КОНФЕРЕНЦИИ: «АКТУАЛЬНЫЕ ПРОБЛЕМЫ ТРАНСПОРТА И ЭНЕРГЕТИКИ: ПУТИ ИХ ИННОВАЦИОННОГО РЕШЕНИЯ»

PROCEEDINGS OF THE XI INTERNATIONAL SCIENTIFIC-PRACTICE CONFERENCE «ACTUAL PROBLEMS OF TRANSPORT AND ENERGY: THE WAYS OF ITS INNOVATIVE SOLUTIONS»

Астана, 2023

УДК 656+620.9
ББК 39+31
А43

А43 Актуальные проблемы транспорта и энергетики: пути их инновационного решения: XI Международная научно – практическая конференция, г. Астана, 16 марта 2023/Подгот. Ж.Д. Курмангалиева, У.Ш. Кокаев, Т.Т. Султанов – Астана, 2023. – 709с.

ISBN 978-601-337-844-2

В сборник включены материалы XI Международной научно – практической конференции на тему: «Актуальные проблемы транспорта и энергетики: пути их инновационного решения», проходившей в г. Астана 16 марта 2023 года.

Тематика статей и докладов участников конференции посвящена актуальным вопросам организации перевозок, движения и эксплуатации транспорта, стандартизации, метрологии и сертификации, транспорту, транспортной техники и технологии, теплоэнергетики и электроэнергетики.

Материалы конференции дают отражение научной деятельности ведущих ученых дальнего и ближнего зарубежья, Республики Казахстан и могут быть полезными для докторантов, магистрантов и студентов.

ISBN 978-601-337-844-2

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ANALYSIS OF PERSONNEL TRAINING METHODS

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At the present stage, the most urgent problem of economic development is the lack of qualified personnel. One of the key reasons for this situation is the fact that most modern organizations do not pay due attention to the set of activities related to the development of their personnel. It is worth noting that the development of the organization's personnel is a systematic and focused process of training personnel to perform new production and organizational functions and solve previously unknown tasks, as well as to occupy new positions. The main goals of personnel development are: to increase the capacity of employees to carry out tasks in the interests of the organization; reduction of staff turnover, as well as improvement of labour productivity and efficiency. In connection with the above, the study of issues related to the formation of a system for the development of personnel of a modern organization is relevant and of scientific interest.

In general, it is worth noting that the personnel development system includes the following elements: vocational training, rotation, career planning of the organization's personnel, delegation of powers, retraining and advanced training of personnel. In our opinion, the main element and the most important link in the development of the organization's personnel is training. Among the main types of training are: advanced training is training, the purpose of which is to improve skills, skills and knowledge; training is a systematic training that implies the release of highly qualified personnel for all types of human activities; retraining of personnel is training, the purpose of which is to acquire new knowledge, skills and skills by a person due to the acquisition of any new profession.

In modern conditions, highly qualified personnel are seen as one of the important advantages among competitors. The organization is able to improve its effectiveness if employees understand its mission, development goals and strategy. This can be explained by the fact that there is an increase in the involvement of personnel in the implementation of the organization's tasks, and at the same time their motivation is growing. The development of the organization's personnel, and in particular, systematic training, allows you to fully reveal the hidden capabilities and abilities of the personnel [1].

Currently, there are many modern methods of training personnel, which makes the process of cognition of the new more productive and interesting (picture 1).
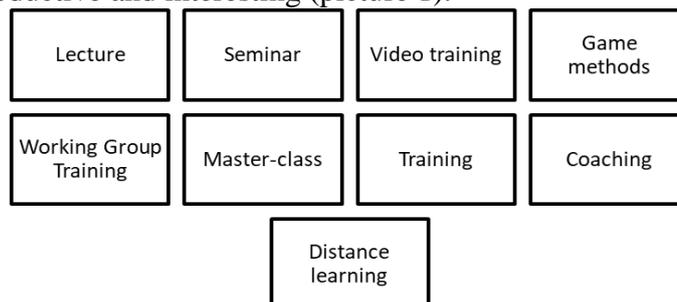
Picture 1 - Training methods

Lecture - oral presentation of educational material. Traditional and most accessible teaching method. As a rule, one person, a lecturer, brings a certain set of information to the audience. The audience can consist of several people or several hundred, and sometimes thousands of people. The delivery of material is regulated by the plan and schedule of the educational process. At the same time, the lecturer can focus on the level of training and the interests of the audience, paying more attention to certain issues. To increase the level of visibility and involvement of students, the lecturer can use a chalkboard, posters, handouts, slides, educational videos. A traditional element of the lecture session is the lecturer's answers to the questions of the students, which provides feedback. In addition, the lecture session can be supplemented with a group discussion or solving problems on the topic under review.Advantages of the method:

- possibility of simultaneous training of a large number of students;
- reporting to all listeners of the same information in the same volume;
- ability to disassemble a large volume of material in a short period of time and arrange the necessary
accents;
- the possibility of transmitting information that is difficult to find in other sources.

Disadvantages of the method:
- low level of perception of the received information, a large proportion of the material is forgotten immediately after the lesson;
- inability to take into account the initial preparation and correctness of information acquisition for each listener;
- large dependence
- the results of training from the personality of the lecturer, his professionalism and ability to interest the audience;
- in case of missing a lesson, it is difficult for the student to restore the missing material [2].

A seminar (practical) lesson is a dialogue between students and a teacher. It is often aimed at testing and strengthening the knowledge gained at lectures and developing skills for their practical application. The topic of the seminar can be a joint discussion in a group of any issue, finding ways to solve problems or new ideas.Advantages of the method:- the dialog form of the event allows to correlate the new material with the previous experience and knowledge of the trainees;- training of application of new skills in real practical activity.Disadvantages of the method:- high requirements for professionalism and communication skills of the teacher;- classes are effective in small groups (as a rule, 8-25 people).

Case-study - analyze a real or fictional situation in organizational practice and find ways to solve problems. Students are given a detailed description of the situation that has arisen in any company. It is necessary to analyze the information received, identify existing problems and propose options for resolving them. The method combines elements of individual analysis and group discussion. At the end of the analysis of the situation, students offer a presentation of their version of solving problems. The teacher helps to summarize the discussion, while there is no unequivocally correct or incorrect answer, but you can choose the most optimal scenario [3].

Advantages of the method:
- combination of individual and group work of trainees;
- team work training;
- training of problem analysis and decision-making skills;
- possibility of selection for analysis of the situation as close as possible to the actual practical activity of trainees.

Disadvantages of the method:
- lack of knowledge and experience of participants may hinder the search for a solution;
- poor organization of the event may lead to its delay;
- The teacher must have a high level of qualifications to organize and guide the discussion to successfully find solutions.

Video training is a training session conducted using video materials. Allows students to clearly demonstrate the organizational situation for further analysis, desirable and undesirable behavior in the company, methods for solving certain organizational tasks, etc. Videos (educational films) can be shown to students during training sessions, or provided for self-examination and analysis.

Advantages of the method:
- visibility and accessibility for perception, high level of material assimilation;
- close connection with practical professional activities;
- possibility of multiple demonstration of videos;
- economy of the method, once bought or developed educational film can be used for a long time in training.

Disadvantages of the method:
- passivity of viewers during viewing, lack of possibility to get additional explanations;
- low level of motivation of students to independent development by watching educational films in their free time;
- financial and time costs for the production of a training film if it is made by the organization itself [4].

Game training methods are divided into closed-type games or simulation and open-type games or non-vitamin ones. Imitation games include business and role-playing. They invite students to participate in imitation of various situations that arise in the organization. Depending on the tasks set, the functioning of the entire organization or specific areas of its activities (production, financial, etc.) can be simulated in various periods of time, both up to one year and for several years for forecasting for the future. Specific life or work situations can also be imitated, in which students fall in the process of fulfilling their professional duties. For example, a business meeting, discussion of organization development plans, communication with a manager or subordinates, etc. For maximum involvement of trainees in the game process, realism of imitation is provided, which can be achieved by compliance of the game environment with conditions of similar situations occurrence. It can be a supervisor's office, an employee's workplace, a meeting room, etc. At the same time, the details and processes that are insignificant for the discussed issue can be omitted or reduced, which makes it possible for students to see the consequences of their decisions and actions delayed in real time. The scenario of the imitation game contains the plot of the event, as well as a detailed description of the processes under consideration and the roles that participants are invited to play. Of particular importance is the analysis of the game, which allows you to draw conclusions and offer recommendations for further development.

The business game involves the imitation of various production processes and the development of behavior skills in them. Having worked out difficult moments in game mode, employees, primarily managers and specialists, will be able to competently act in real practice and make the right decisions. In addition, business games contribute to the development of teamwork skills. Role-playing games reproduce real or typical work situations in which trainees play certain roles (boss, subordinate, client, etc.), achieving the solution of the assigned educational task. Such classes allow students to work out various patterns of behavior, learn how to behave in problematic situations and, ultimately, develop a type of behavior characteristic of an effective professional. Role-playing games are often used during trainings [5].

Open games are aimed at analyzing and solving complex problems that do not have an unambiguous answer. They do not contain rigid rules and do not involve specific roles for participants, but are aimed at solving interdisciplinary problems. During the game, global economic problems are formulated, and ways are found to solve them at the level of transformation of various spheres of public practice. In addition, non-vitamin games contribute to the formation of innovative thinking of participants.

Advantages of game training methods:
- modeling of situations as close as possible to the actual professional activity of trainees;
- search for optimal solutions to production problems applicable in practice;
- elaboration of typical errors arising in labor activity;

- understanding the motives of behavior of other people in the process of interaction, the opportunity to put themselves in their place;

- development of interpersonal and group interaction skills.

Disadvantages of game training methods:

- the difficulty of "getting into" the participants in the game situation;

- the need for careful study of the proposed situation to ensure the possibility of transferring the acquired skills to real activity;

- high requirements for the teacher's professionalism, his ability to create the necessary atmosphere of interest and involvement in the game;

- limited size of the group of trainees (usually 8-15 people).

Training in working groups - a collective search for ways to solve organizational problems and the development of an algorithm for applying the decision. Participants are given a certain period of time during which they propose and analyze various ways to solve the task. The group selects the responsible person who organizes the meetings of the participants, keeps the minutes of these and meetings and records the final decision of the group, containing an algorithm of actions to solve the problem and the timing of its execution. The proposed option can be sent for consideration to the management of the organization.

Advantages of the method:

- formation of decision-making skills;

- formation of group interaction skills;

- development of independence of employees participating in the event;

- increase the level of motivation of employees due to the possibility of influencing the situation within the company.

Disadvantages of the method:

- a small number of group members (usually up to 9-15 people);

- in order to be able to make a decision, team members must have a methodology for analyzing the situation, determining criteria for assessing the significance of decision options, etc.

A master class is a comprehensive training method that combines oral presentation of theoretical information and demonstration of the practical application of the described techniques and technologies. Students are shown not a ready-made result, but a mechanism for achieving it with a consistent description of the stages. Each step is clarified and commented upon.The advantage of the method:- clarity of the demonstrated process, availability for perception of the result achievement mechanism.Disadvantage of the method:- the presenter must have a high level of qualification, be both a good lecturer and a competent practitioner [6].

Coaching - as defined by the International Coaching Federation, is "an ongoing collaboration that helps clients achieve real results in their personal and professional lives." Conventionally, two areas of coaching can be distinguished: coaching, as a type of counseling, and coaching, as a management style. Coaching, as a type of counseling, is divided into business coaching and life coaching. Business coaching is aimed at helping the client solve business problems. Life coaching allows you to answer a variety of life questions regarding a person's awareness of his own goals and finding ways to achieve them. Coaching, as a management style, involves the use of coaching methods in the daily work of an organization. At the same time, each employee is given the opportunity to independently find the optimal ways to solve labor problems within the limits established by the peculiarities of the production process. Technically, the essence of coaching is in the dialogue between the coach and the client, dedicated to the topics of interest to the client. Coach practices the method of active listening and asks questions, the answers to which allow the client to understand himself, his thoughts and desires, find the potential to get out of the current problem situation.

Advantages of the method:

- combining the goals of employees with the goals of the organization, which leads to increased involvement of personnel in the company's activities;

- increase of labor productivity and quality of performance of labor functions;

- stimulation of employees "desire to acquire new knowledge and skills;

- activation of employees "own internal resources for solving organizational tasks.

Disadvantages of the method:

- strong dependence of the result on the personal and professional qualities of the coach;

- the client's unwillingness to long-term and painstaking work on himself, fear and distrust minimize the possible positive effect of the use of coaching methods.

Distance learning - mastering the training course takes place through the use of modern telecommunication technologies. Using a personal computer with access to the Internet, the student chooses the topic of interest to him. He is offered an introductory test to determine the basic level of training. After that, educational materials begin to arrive in real time. Each topic ends with a final test, according to the results of which the student receives additional tasks on issues with which difficulties arose, or proceeds to learn the next topic. Sometimes text materials are supplemented with videos.

Advantages of the method:- possibility of simultaneous training of a large numbertrainees;- training at any time convenient for the student;- possibility of repetition of complex materials the required number of times at individual pace;- practical orientation of the mastered material, possibility of its immediate application in the work. Disadvantages of the method:- for successful learning of the curriculum it is necessary to have a personal computer with Internet access and basic skills for working with it;- a high level of motivation of the student for development for independent training is required;- complexity of formation of behavioral skills in trainees;- cost of purchasing or forming training courses.

In conclusion, we can conclude that personnel training is a key link in the organization's personnel development system, because the effectiveness of the organization as a whole depends on qualified and competent specialists. Modern companies should pay more attention to the latest methods of training personnel aimed specifically at their development and advanced training [7].

Only a few of the huge variety of methods of training personnel in the organization were considered. Each method is aimed at developing certain basic or specific knowledge, skills and skills of students. In addition, it is possible to combine two or more methods to obtain the desired effect. The determining factor in choosing certain training methods is the desired ultimate goal of training, determined by the personnel policy of the organization aimed at maintaining its functioning and development.

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